

FILE

DD/S 70-1500

14 APR 1970

**MEMORANDUM FOR: Executive Secretary, Training Selection Board**

**SUBJECT : Reservation of Spaces in Executive Seminar  
Centers for 1970 - 71**

**REFERENCE : Memo for STO's for all Directorates from Ex Secy /  
TSB, dtd 12 Mar 70, same subj**

As requested in referenced memorandum, the attached Agency  
Request for Space Reservations indicates the spaces the Support  
Directorate would like to reserve in the Kings Point Executive Seminar  
Center for 1970 - 1971.

15/  
**Senior Training Officer  
Deputy Director for Support**

25X1

**Att**

ODDS/ND:sm (14 Apr 70)

Distribution:

- Orig & 1 - Adse w/att
- ✓ 1 - DD/S Subject
- 1 - DD/S Chrono
- 1 - STO/DDS

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D D / S R E G I S T R E  
F I L E *Training 6*

DIR-4779

DD/S 70-1461

09 APR 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Psychological Services Staff Review  
of Supervision Course

REFERENCE : DTR Memorandum to DDS, Subject:  
"Training for Supervisors", dtd.  
13 December 1969

25X1 1. The attached memorandum reports the reactions of  
Dr. [ ] Psychological Services Staff/OMS, to the Supervision  
Course which he attended recently. His attendance was in response  
to the request mentioned in paragraph 3 of Reference from Chief,  
Support School to Chief, Psychological Services Staff.

2. You will note Dr. [ ] recommends that the  
Supervision and Management Courses be given wider publicity.  
For your information, I have already taken steps to accomplish  
this for all OTR courses by instructing my staff to develop a  
more complete and descriptive Catalog of Courses. We are  
well along in this project and we hope to issue the Catalog early  
in the next fiscal year. This new catalog will be given much  
wider distribution than heretofore and I plan to bring it to the  
attention of all employees through means of an Agency-wide  
notice.

25X1

[ ]

HUGH T. CUNNINGHAM  
Director of Training

25X1

Attachment:  
As stated

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

26 March 1970

MEMORANDUM FOR: Chief/Support School

SUBJECT : Impressions of Supervision Course

1. This memorandum contains my reactions to the Supervision Course which I recently attended (2-6 March 1970). In addition, it contains observations gained from analyzing student critiques produced at the completion of the Course. Finally, tentative comparisons are made between the Supervision Course and similar courses elsewhere in Government.

2. My overall impression of this course was clearly favorable. In one week, the students in this course were exposed to a wide variety of the problems (and challenges) associated with supervising others. While the course did not provide "pat answers" to the problems that a supervisor faces, it did attempt to get the students thinking about many of the complexities involved in managing others.

3. One of the highlights of this course was the extensive use of the "team approach". The class was divided into four teams, and each team was expected to come up with a joint "product" for each of seven exercises dealing with various aspects of supervision. This team approach appeared to be quite effective in that it (1) actively involved the students; (2) provided the opportunity for students to interact with and learn from each other; and (3) gave the students a feel for the complexities involved in group processes.

4. One stated objective of this course was to focus on real problems that the students, as supervisors, had actually faced or might face in the future. I believe that this objective was met quite well, in spite of the fact that approximately half of the class did not have supervisory responsibilities at the time the course was given. The team exercises were a main vehicle for focusing upon real problems; my impression was that they were quite successful in this regard.

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SUBJECT: Impressions of Supervision Course

5. A wide variety of topics were presented to the class in the form of "lecturettes". Generally, these short lectures were well done; a good deal of relevant material was presented in a relatively short time. (One or two of these lecturettes might be changed a bit -- suggestions to this effect will be conveyed to the instructors.) The lectures were tied in nicely with other classroom activities, such as team exercises, class discussions, films, and readings.

6. The required (and supplemental) readings were excellent. Van Dersal's The Successful Supervisor in Government and Business conveys a great many useful management concepts clearly and concisely. Approximately half the book was assigned as required pre-reading; in my opinion, this practice should continue. The readings in the individual student notebooks seemed appropriate; all were relevant to the course, and some were excellent examples of important theoretical contributions in the area of management.

7. Eight films were shown during the week. None of these films was inappropriate for the course; several were excellent. All were integrated nicely into the overall course context via either class discussion or team exercises. These films were clearly useful adjuncts to the course.

8. In sum, I believe this course does a fine job of exposing its students to a broad range of highly relevant materials, concepts, attitudes, and problems related to supervising others. The students' own critiques of the course support this conclusion; 72% of the students reported that the course was either "quite applicable", "almost fully applicable", or "fully applicable" in terms of the requirements of their jobs. The class sessions devoted to communication, problem solving, motivation, perception, supervisory responsibilities, and delegating work were singled out by many as being of particular value.

9. Direct comparisons with similar programs elsewhere in Government are difficult to make without actually monitoring these other courses. Nevertheless, the limited information that we have obtained about the topics covered in similar courses elsewhere (e.g., Department of Transportation, Post Office Department, Department of Agriculture, and Defense Department) suggests that our Supervision Course measures up well. For instance, most of the topic areas covered by the Department of Agriculture "Management Development Course"

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SUBJECT: Impressions of Supervision Course

are covered in the Supervision Course. Although Agriculture's course appears to go into considerably greater depth on some topics (e.g., organizational structure) the Supervision Course seems to deal with certain other topics (e.g., communication, problem solving) in greater depth than does Agriculture. Furthermore, Agriculture's course is twice as long as the Supervision Course.

10. Comparisons between the Supervision Course and similar courses in industry cannot be made because of the limited information we were able to obtain on what industry is doing in this area. There is evidence that industry is increasingly sending its people to schools of business administration for management-related courses. These courses undoubtedly vary, depending upon the school and the industries involved.

11. Certain recommendations of a technical nature will be conveyed to the instructors of the Supervision Course; these recommendations are minor. My main recommendation is that the existence of this course be publicized much more widely -- recently I have been made aware that some of the highest officials in the Agency do not know that this course (or the Management Course) exists. If some procedure could be adopted assuring that people about to become supervisors are made aware of this course and encouraged to take it, I believe we would have taken a significant step toward improving the overall quality of supervision within the Agency.

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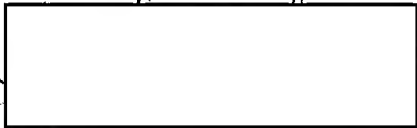
Acting Chief, Research Branch  
Psychological Services Staff  
Office of Medical Services

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

APR 19/0

~~He find out~~  
~~from the~~   
~~which supervision~~  
~~course was given 2-6 March~~

grade level  
course details

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**Supervision (1 week - all day)**

For employees in grades GS-5 through GS-10 who have supervisory responsibilities.

Explores current thinking on the role of the supervisor in terms of personal behavior, responsibility for subordinates, and organizational and individual needs. Provides materials and a setting experiencing and examining interteam and intrateam skills and activities.

Given at Magazine Building.

No other prerequisites.

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FILE

DD/S 69-5666

18 DEC 1969

MEMORANDUM FOR: Executive Director-Comptroller

Colonel White:

As Hugh Cunningham's attached report indicates, the MAG comments that we do not have a training program to prepare an officer to become a supervisor are correct. Our approach has been to concentrate on individuals who have supervisory responsibilities rather than on those who may become supervisors and our current courses on Supervision (for GS-10's) and the Management courses (for GS-11-14's) are designed toward that end.

Mr. Cunningham's proposed course of action for the Dr. [ ] survey will, I think, help improve the effectiveness of these courses and continuation of the Managerial Grid, the Advanced Management Seminar (Planning) and the Senior Management Seminar (Planning) will help in the development of the managerial skills of both our junior and senior officers.

To get an even further definitive line on what additional approaches might be helpful I would like, if you agree, to ask Mr. Cunningham to meet with the MAG at an early date to discuss with them more fully the "specific areas of supervisory responsibility" to which they believe more training courses and/or seminars should be addressed.

SIGNED R. L. Bannerman

R. L. Bannerman

Att.

Memo dtd 15 Dec 69 to DD/S fr DTR  
Subj: Training for Supervisors

Distribution:

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69-5626  
DTR-4298

15 DEC 1969

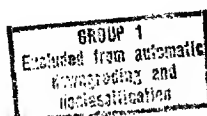
MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Training for Supervisors

1. This memorandum is written in response to Colonel White's note of 28 October in which he refers to a discussion he had with the Management Advisory Group (MAG) on the topic of training supervisors in personnel management. During this particular discussion members of the MAG expressed the feeling "...that no adequate program exists to prepare an officer to be a supervisor; that, when a person becomes a supervisor and periodically thereafter, he should be given a course specifically tailored to his new duties; and that other frequent courses or seminars should be established re specific areas of a supervisor's responsibilities."

2. MAG members are correct in stating that we do not have a training program to prepare an officer to become a supervisor. Our experience has been, and this is widely accepted doctrine in the field of Education, that individuals are most receptive to learning when the subject matter pertains directly to the requirements of their immediate job. Thus we feel that it is more appropriate to concentrate on individuals who have supervisory responsibilities rather than on those who may become supervisors. At present we have two courses designed for this

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purpose -- the Supervision course and the Management course. The Supervision course is offered six (6) times per year for employees in grades GS-05 - 10. The Management course is for GS-11 - 14s and is offered five (5) times per year. Since January 1965 a total of 637 employees have taken Supervision and 867 have taken Management.

25X1 3. The members of Support School's Management Faculty strive continually to keep themselves informed of trends and innovations in the fields of Management and Supervision. They also make it a practice to review recent publications and training films which may be used to increase the effectiveness of the curriculum. A majority of the critiques submitted by individuals who have taken the Supervision and Management courses reflect that the courses are beneficial and that many of the principles learned are applicable to their work. We recognize, however, that there may be ways to further increase the effectiveness of both courses. With this in mind, on 10 December Chief, Support School met with Chief, Psychological Services Staff/OMS to discuss the feasibility of reviewing the present Supervision course in order to determine the extent to which desired objectives are being met and whether other techniques could be used to improve the course. C/PSS agrees this would be feasible and has requested Dr. [ ] to undertake a broad-based evaluation of our introductory-level efforts in the training of supervisors in personnel management.

25X1 4. Dr. [ ] has indicated his willingness to conduct this review and he plans to proceed along the following lines:

"This evaluation will focus on the Supervision course. The two-fold aim of the proposed evaluation will be a) to assess whether the present training results in behavior which furthers the achievement of organization goals through effective management of human resources and b) to examine various possible means or techniques of training in use elsewhere to determine if any one or combination of them might be introduced to enhance the achievement of our desired results.

"The exact methodology and tactics to be followed in the evaluation remain to be determined but will probably include, while not being limited to, such activities as:

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- a) assigning a research psychologist as an observer to the Supervision course with the intent of his analyzing the interrelationships among course objectives, content, format, and resultants;
- b) conducting interviews with a representative sampling of line supervisors to obtain their views on the appropriateness of course objectives and their recommendations regarding course emphases;
- c) analyzing student critiques produced at the completion of the course;
- d) designing and analyzing feedback questionnaires on the utility of the training to be administered to trainees and their bosses at some later date;
- e) statistically and content analyze materials generated by individual trainees and teams in light of stated course objectives and advocated management values;
- f) become familiar with some of the introductory supervisory training efforts (and their reported efficaciousness) in other government agencies and industry to determine if any of their major themes are not being explored in this Agency;
- g) make available to the Management Training Faculty a psychological consultant for their use as required. "

25X1      5. Dr.  anticipates that he will begin his evaluation with the Supervision course scheduled for the period 19 - 23 January 1970. We are looking forward to the results of this study and are hopeful that the findings will enable us to increase the effectiveness of this course in turning out "better bosses. "

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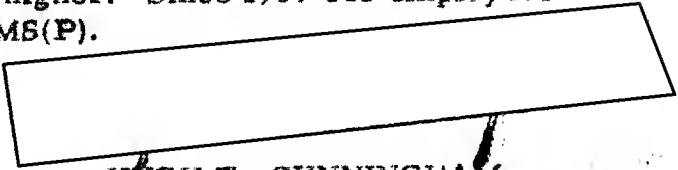
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6. With reference to the MAG's recommendation that "...frequent courses or seminars should be established on specific areas of a supervisor's responsibility," I believe that we are already doing this through the Managerial Grid course, the Senior Management Seminar (Planning) [SMS(P)], and the Advanced Management Seminar (Planning) [AM(P)].

7. As you know, the Grid is concerned with classifying leadership and various managerial styles. This course was given a total of nine (9) times in 1969 (This includes the four (4) MEDCs.). Since 1964 over twelve hundred (1200) Agency employees have taken the Grid.

8. The SMS(P) and AM(P) are designed to provide individuals in grade GS-13 and higher an understanding of systematic planning and problem solving techniques. The AM(P) for GS-13/14s was given seven (7) times in 1969 and SMS(P) was given twice for individuals in grade GS-15 and higher. Since 1967 448 employees have taken AM(P) and 111 the SMS(P).

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HUGH T. CUNNINGHAM  
Director of Training

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62-6211

DD/S 69-5666

18 DEC 1969

DD / S R E G I S T R Y

FILE *Training 6*

MEMORANDUM FOR: Executive Director-Comptroller

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[ ]  
R. L. Bannerman

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Memo dtd 15 Dec 69 to DD/S fr DTR

Subj: Training for Supervisors

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69-5626

DTR-4298

15 DEC 1969

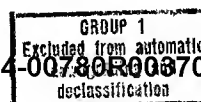
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[Redacted Signature]

HUGH T. CUNNINGHAM  
Director of Training

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UNCLASSIFIED		CONFIDENTIAL		SECRET	
<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS		DATE		
1	Mr. John W. Coffey ADDS 7D24 Hqs.		22 DEC 1969		
2					
3	<i>Mr. Baunerman</i>		<i>29 Dec</i>		
4	<i>I also spoke with Hugh</i>				
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b>  <p>Attached is the correspondence from the Director of Training and the DDS concerning MAG's interest in training for supervisors. Copies have gone to MAG, and I have notified Hugh Cunningham that he can expect to hear from MAG in the near future about a meeting. We are to be given the date of the meeting when it has been scheduled, and will notify you as soon as we have it.</p> <p style="text-align: right;"><i>J. Carr</i></p>					
<b>FOLD HERE TO RETURN TO SENDER</b>					
FROM: NAME ADDRESS AND PHONE NO.					DATE
<div style="border: 1px solid black; width: 150px; height: 20px; margin: 0 auto;"></div> <p>Acting EA/Executive Director - Compt. 22 Dec 69</p>					22 Dec 69
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UNCLASSIFIED		CONFIDENTIAL		SECRET	
<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Deputy Director for Support				
2					
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b> <p>Bob:</p> <p>I agree with your suggestion that Hugh Cunningham meet with MAG to discuss training for "specific areas of supervisory responsibility." It might prove useful to have the discussion include consideration of the timing of training in relation to when a person becomes a supervisor.</p> <div style="border: 1px solid black; width: 100px; height: 30px; margin: 10px auto;"></div> <p style="text-align: center;">LKW</p>					
<b>FOLD HERE TO RETURN TO SENDER</b>					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Executive Director-Comptroller					
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